

CORE STRENGTHS		SELECTED CLIENT EXPERIENCE	
<ul style="list-style-type: none"> • Master planning • System planning • NEPA/environmental assessments 	<ul style="list-style-type: none"> • Strategic planning • Compatibility planning • Public and stakeholder involvement 	<ul style="list-style-type: none"> • Baton Rouge • Brazil (various airports) • Guayaquil, Ecuador • Fort Lauderdale 	<ul style="list-style-type: none"> • Memphis • Panama City, Panama • Sacramento • San Diego

SELECTED EXPERIENCE

Mr. Bernhardt has over 20 years of experience in airport planning, specializing in airport facility planning, master planning, and environmental planning. He has managed numerous master plans/development plans, environmental documents for runway projects, noise compatibility studies, on- and off-airport land use plans, and airport site selection studies—yielding expertise in master planning, the National Environmental Policy Act (NEPA) process, and noise compatibility.

In 2011, Mr. Bernhardt led the development of conceptual master development plans for three Brazilian airports—São Paulo-Guarulhos, Brasília, and Viracopos-Campinas international airports—as part of sell side advisory services to the government of Brazil. All three master development plans were completed within four months in parallel with extensive forecasting efforts and capital expenditure (CapEx) development. Again, in 2013, as part of the second round of Brazilian airport privatizations, Mr. Bernhardt led the development master development plans for the international airports in Rio de Janeiro and Belo Horizonte. For the second round of privatization, Mr. Bernhardt also managed the preparation of the comprehensive Information Memorandums for potential investors.

Mr. Bernhardt is serving as the Project Director for the preparation of a Master Development Plan for a new greenfield airport in Guayaquil, Ecuador. This extensive project includes the preparation of a Strategic Plan for the existing airport to ensure passenger demand and level of service are maintained in the existing facility until the new airport is opened around 2024. The Master Development Plan included extensive cargo market analyses, alternative airfield and terminal analysis, as well as development of an extensive CapEx program for the new airport. Also in Latin America, Mr. Bernhardt was the Project Director for a Strategic Plan for Tocumen International Airport in Panama City. This project called for the development of a long-term airfield and terminal strategy, including implementation, phasing, and financial plans for on-airport commercial/nonaeronautical and air cargo uses.

From 2008 to 2010, Mr. Bernhardt was the Project Director for the Memphis International Airport Master Plan Update. The objective of the project was to prepare a development plan to renew the life cycle of aged terminal facilities, with an emphasis on an airline-supported plan to facilitate near-term decisions. At the time of the study, the airport was going through a transition period as a result of Northwest’s merger with Delta Air Lines. Simultaneously, the passenger terminal, much of which is more than forty years old, was in need of investment to address seismic vulnerabilities, aged building systems, and passenger level of service challenges. The Master Plan focused on the development of a long-range plan to rehabilitate the passenger terminal while ensuring affordability and flexibility to adapt to future uncertainties.

Mr. Bernhardt recently led the San Diego Regional Aviation Strategic Plan (RASP), a comprehensive system plan to identify workable strategies to improve and optimize the performance of the 12 civilian airports in San Diego County. The complex study was conducted in parallel with the Airport Multimodal Accessibility Plan, included the development of a comprehensive regional demand model, and requires extensive outreach and stakeholder coordination.

Mr. Bernhardt’s other facility planning experience includes leading two master plan updates for Baton Rouge Metropolitan Airport, the second of which was initiated to identify facility needs following shifts in regional demand caused by hurricanes Katrina and Rita in 2005; a master plan and Environmental Assessment for DuPage Airport, a key reliever to Chicago O’Hare; a first time master plan for Mather Airport (Sacramento) for the conversion from military to civilian use; and preparation of strategic development plans for Colorado Springs Airport and Albuquerque International Sunport.

SELECTED EXPERIENCE (*continued*)

Mr. Bernhardt served as Project Director for an extensive Federal Aviation Regulations (FAR) Part 150 Noise Compatibility Study Update at Fort Lauderdale-Hollywood International Airport, which was conducted in parallel with an FAA EIS for a major runway upgrade. The primary objective of the project was to develop the sponsor's noise mitigation plan for input into the FAA's EIS Record of Decision. Mr. Bernhardt also was Project Manager for the FAR Part 150 Noise Compatibility Study at Louisville International Airport, which included one of the most comprehensive public participation programs for an FAR Part 150 study to date.

Mr. Bernhardt has also managed or assisted in the preparation of numerous NEPA documents for airfield improvements, including runway upgrades, runway extensions, and new runway construction projects, for George Bush Intercontinental/Houston, O'Hare International (Chicago), Midway (Chicago), Yellowstone Regional, Harrisburg International, and Baton Rouge Metropolitan airports, among others.

In addition to his experience in Brazil, Mr. Bernhardt also has participated in various other airport privatization projects. He worked with a third-party operator to provide strategic aviation support in the conversion of McClellan Air Force Base in Sacramento to civilian use; and prepared a development plan and land use plans for the proposed privatization of Brown Field (San Diego). Internationally, he provided facilities planning expertise in support of Argentina's countrywide airport privatization plans, and evaluated runway alternatives in support of the privatization of Auckland International Airport in New Zealand.

PAPERS AND PRESENTATIONS (*partial list*)

- "The Role of the Airport Experience in Competing for Passengers," LeighFisher Focus, June 2012.
- "Capital Investment Decision-making in a Slow Growth Environment," LeighFisher Focus, November 2011.
- "Current Trends in Master Planning," American Association of Airport Executives (AAAE) Annual Conference, June 2008.
- "Coordinating the Planning & Environmental Processes," Airport Consultants Council (ACC) Workshop Series, July 2006.
- "Streamlining the Environmental Process," AAE National Aviation Environmental Management Conference, April 2002; ACC NEPA Short Course, June 2002 and 2003.
- "Market-Based Airport Planning," AAE Airport Management Short Course, January 2002.
- "Balancing Environmental Considerations with Airport Development," Environmental Excellence in the Aviation Industry Conference, May 2000.
- "Innovative Public Participation," AAE Noise and Land Use Workshop, June 2001.

EDUCATION

B.S., Aviation Management, Southern Illinois University.
M.B.A., San Francisco State University.